

Warning Working Group Meeting

Friday, 20 October 1978

(Third Meeting)

AT [ ] was substituting for Ted Shackley.

Lehman

Responsibilities in crisis management -- Carlucci will discuss with Turner today.

AT [ ]  
1. I hope they don't underestimate this subject. Big step from I&S to crisis management.

Lehman

1. Talked with Elder -- we can package this as DCI memo to members of NFIB for their consideration; can issue as DCID; can delay putting something out until some questions have been resolved. Preference?

AT [ ]  
1. DIA feels it should be a DCID 1/5 staffed in the manner that DCIDs are staffed. NFIB concurrence.

Lehman

I want to do that no matter what the art form is.

Oleson

1. Would like the formal procedure also.

Baraz

1. Do it a little further down the line; not right away.

Lehman

1. Draft contains some language which was compromised on before NFIB re title (NIO/W).
2. Anything general to discuss before we start line-by-line?

Oleson

1. Non sequitur between responsibilities in 3a and 3b and flow of reporting from you to DCI. Inconsistency editorially.

Lehman

1. Dropped Deputy Director out for simplicity. They should be considered as one.

(Preamble)

Oleson

Left out "system".

Lehman

Deliberate.

(Definitions)

(1a.)

Oleson

1. "Major importance to the security of the US."

Lehman

1. Afraid it carried too much of a military implication.
2. How does group react?

All - "Security" should be included.

Baraz

1. Might narrow it down to include third countries, but do not include trivial matters.

Lehman

1. Long way from a common understanding of exactly what we want.
2. Strategic warning -- glossary warning and added last sentence.

Oleson

1. Add on "c" re tactical warning. JCS-Pub. 1 definition of tactical warning.

(2a)

- 
1. What does "appropriate" to for the meaning?

Lehman

1. Dropped.

(2b)

Oleson

1. "National intelligence warning system" in last line.

Baraz

1. First sentence refers to tactical warning doesn't it?

Oleson

1. Example: Warning of terrorist attack against Naval ship.  
There is another aspect to that which directly related to an attack by hostile forces.

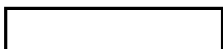
Lehman

1. It wouldn't bother me to say that in first sentence because it is a fact that the SecDef is responsible to the President for the defense of the US. He shares the responsibility of warning with DCI.

Baraz

1. Say that DoD has unique and specific capabilities for tactical warning.

AT



1. I understand and accept that the Defense Department has tactical warning systems independent from other structures. The national warning structure to a large extent is dependent on the tactical warning systems.

Lehman

1. Independent means independently administered.

Oleson

1. And reporting, too.

Lehman

1. It does not mean inter-independent.

AT



1. Sufficiently general to cover those things.

Baraz

1. Drop the first sentence entirely?

Lehman

1. "In addition to its broad responsibilities for warning of hostilities, the DoD has unique and specific responsibilities for tactical warning." Leave the second sentence the same.

X1 [REDACTED]

1. DoD has unique responsibility for more than tactical warning.  
J-2 EUCOM - strategic warning.

Lehman

1. Perfectly happy with it as it stands.

X1 [REDACTED]

1. Does 2 things:
  - a. Keeps hands off that single critical strategic tactical warning system.
  - b. Protects intelligence-related assets in a certain way.

Baraz

1. What do you mean?

X1 [REDACTED]

[REDACTED]

2. There are gray areas ( transition from RF-4s to &-2 photo missions need to protect the US commander to fly those mission as and when he sees necessary.) I can see a need in that first sentence as it is now.

Lehman

Let's let it stand unless there are some traps.

AT



1. I think there are. Last sentence add: "The information derived from the DoD system will be available...."

Oleson

1. I think you cover that later on.

X1



1. "These DoD systems under the National Warning System are mutually supported..."

Lehman

1. I'll try to add that.

(3a)

(3b)

Baraz

1. You may want to consider giving the DDCI's NFIB group a name.

Lehman

1. I'd rather not do it here; but NFIB (Warning) might do the trick.

Oleson

1. Another point. Do we really need this paragraph at all?
2. Does this mean extra NFIB meetings chaired by DDCI? Can be read this way.

Lehman

1. The DCI's idea is that the last 15 minutes (or more) would be reserved for this purpose. Those members that had an interest would stay. Carlucci would conduct this business.

X1   
1. Leave out last clause.

(3c)

Oleson

1. Note OSD rubric; no further comment.

(3ci)

Oleson

1. Delete first clause and "to maintain oversight over" and change that to "to oversee."

(3cii)

Oleson

1. At the end, strike National Foreign Intelligence Board principals and insert Intelligence Community.

AT   
1. Will something be done to the charters of the NIOs to impose on them their responsibility to NIO/Warning?

Lehman

1. This language will include that.

Baraz

Three points:

- 1) Devise adj. to go with warning and strategic warning.
- 2) Cannot visualize NIOs going directly to President with warning situation.
- 3) You were to add rhetoric about desirability of coordination. Did not see it specifically.

Lehman

1. May use: "to encourage <sup>*consultation*</sup> ~~(2)~~ across the Community."

(3ciii)

Lehman

1. I added DD/NFA (Bowie in his Community hat).

(3civ)

Oleson

1. What do you mean by staff support?

Lehman

1. To the extent that Carlucci needs it, I am his staff man.
2. To the extent that NFIB meets on these purposes, I am the Executive Secretary.

Baraz

1. Can you delete "staff"?

Lehman

1. "to support."



(3cv)

(3cvi)

(3cvii)



1. More responsibility than just oversight.

Oleson

1. "To supervise" the SWS.

(3cviii)

Oleson

1. The word "management." Are you talking only management?  
Eliminate management?

Lehman

1. Drop it.

(3cix)

Oleson

1. Do you want to throw in the "for example"?

Lehman

1. Can stop after "Community."

(3cx)

(3cxi)

(3cxii)

Oleson

1. Strike "oversee."

(3cxiii)

Oleson

1. Question of promoting analyst-to-analyst interchange. Very valuable, very important -- very difficult to accomplish.

Lehman

1. Encourage consultation. Maybe we can add something like that.

(3cxiv)

AT

1. Earlier you singled out the Deputy for Assessment and Tasking; why do you now leave out NFA?

Lehman

1. One was substantive and one refers to the contribution we make to them.

Oleson

1. Advice "on" not "concerning."
2. Handout re Para. "v" at the bottom or page (Ass't NIO).

Lehman

1. There will be an Assistant NIO and he should come from Defense. No objection to having it included in the paper. Do we need it?

K1

1. How is the charter for all of the NIOs written?

Lehman

one  
1. The only charter that exists was the/paragraph memorandum that Colby wrote to Carver in 1974.

AT   
1. Carver wrote a memorandum to NFIB principals.

Baraz

1. I would object to the notion that it is either a CIA officer or military.

Lehman

1. I would go for something like "there shall be an assistant; one of which should come from the Department of Defense."

Oleson

1. I think it should say "military."
2. Strike the work "direct" in last line.
3. Is it as inclusive as we want it? Services? Energy in a particular case?

Lehman

1. That is there by implication.

(e)

(f)

X1   
1. Is read in many different ways by me. I would like to protect the SWS from becoming your administrative and procedural staff. This doesn't quite do it.

Oleson

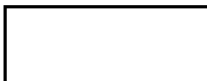
1. Raises another question. We are going to study the role of the SWS? What is being done to date?

Lehman

1. One of the first items for the Working Group.

Oleson

1. Should be done before this document is completed.



1. Implication is there that you need a staff of people. I would like to make sure that SWS is not that staff. SWS should be mentioned in the context of doing exactly what it is doing now.

2.  feels the opposite way.

Lehman

1. These words ought to say that it is continuing in more or less its present function.



1. With respect to strategic warning: (pick up SWS functions from old DCID 1/5).

Baraz

1. Would be desirable to get paper from SWS Staff working with NIOs. Should not be written as working exclusively with "W" warning and not "w" warning.

X1 [redacted]  
1. There is implied boundary from the title of the staff itself.

(4a)

X1 [redacted]  
1. Don't need second sentence.

(4bi)

Oleson

1. Problem with SWS in the past has been the staff itself.

X1 [redacted]  
1. Talk about 4bi in conjunction with 5c. Give the DCI a larger hammer.

Oleson

1. I was even more specific -- DIA, NSA, State & Services. We should make it a strong and competitive staff.

X1 [redacted]  
1. Director should have the capability of sending anyone he needs to put into this staff to make it work.

Lehman

1. Director's clout will be used to ensure this happens.

X1 [redacted]  
1. I want to do something for the quality of this staff. Staff is worthless except as it relates to its quality.

Oleson

1. Try to combine 4bi with 5c.

Lehman

1. Wrote what probably first appeared in 3f and then something in 4 rather than in 5c at all.

- X1
- 
1. Might even include it as one of your responsibilities.

(4bii)

- AT
- 
1. Problem with word "domestic."

Lehman

1. We collect from domestic sources.

Oleson

1. Delete "domestic" and "foreign."

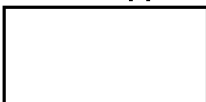
(5biii)

(5biv)

- X1
- 
1. Why?

Lehman

1. This is saying that we want to have someone identified in each agency. Does not mean that those people here need to have someone designated.



1. Add to Paragraph 3.

Oleson

1. Don't think you even need it. Send out memo to all agencies and ask for point of contact.

Lehman

1. Need to have a network of people across the Community who do have this responsibility.

(5a, 5b, 5c)

1. Will redraft and sent out early in the week.
2. Next week we will take on:
  - a) The SWS problem
- 3) Some other topics:
  - a) NIT - what should be done in terms of research and production that is not being done.
  - b) Will report on the first round of the NIO meetings.
  - c) Talk about alert memorandum form. Examples and document establishing rules.
  - d) Shackley memo from last week.